

## **CURRICULUM VITAE**

**Jamal Khan**  
**Department of Management Studies**  
**University of the West Indies**  
**Cave Hill, Barbados, West Indies**

## **CURRICULUM VITAE**

### **Jamal Khan**

#### **PERSONAL DATA**

Married; Two Children.

#### **EDUCATION**

1. B.A. Honours, Economics, Political Science and Sociology, University of Dhaka, Bangladesh, 1965.
2. M.A., Political Science, University of Dhaka, Bangladesh, 1966.
3. M.P.A., Public Management, University of Cincinnati, U.S.A., 1971.
4. Ph.D., Public Management, University of Cincinnati, U.S.A., 1975.

#### **ACADEMIC HONOURS**

1. Special Citation, High School Debating Club, Sunamganj High School, Bangladesh, 1957.
2. Special Citation, Literary Guild, Notre Dame College, Bangladesh, 1961.
3. Certificate of Merit, Scholastic Achievement, Notre Dame College, Bangladesh, October 1961.
4. Special Citation, Debating Society, Notre Dame College, Bangladesh, 1962.
5. Fresher Day Speaker, University of Dhaka Central Students' Union, University of Dhaka, Bangladesh, September 1962.
6. Talent Scheme Scholarship, University of Dhaka, Bangladesh, 1962-66.
7. Special Citation, British Council Debating Club, Bangladesh, 1963.
8. General Merit Scholarship, University of Dhaka, Bangladesh, 1965-66.  
Editor, Salimullah Hall Annual Magazine, University of Dhaka, Bangladesh, 1965-66.
10. University of Dhaka Central Students' Union Literary Competition Awardee, Bangladesh, June 1966.
11. University Scholarship, University of Cincinnati, U.S.A., 1970-71.
12. Graduate Research Assistantship, University of Cincinnati, U.S.A., 1971-72.

13. Graduate Teaching Assistantship, University of Cincinnati, U.S.A., 1973-73.
14. Graduate Teaching Assistantship Award, University of Cincinnati, U.S.A., 1972-74.
15. Alternate Taft Scholarship, University of Cincinnati, U.S.A., 1973-74.

**WORK  
of  
EXPERIENCE**

1. Professor, Department of Management Studies, University of West Indies, Barbados, 2001 to present.
2. Senior Lecturer, Department of Management Studies, University of the West Indies, Barbados, 1982 to 2001.
3. Lecturer, Department of Economics/ Department of Government, Sociology and Social Work/ Unit of Administration and Accounting, University of the West Indies, Barbados, 1974-1982.
4. Graduate Teaching Assistant, Department of Political Science, University of Cincinnati, U.S.A., 1972-1974.
5. Graduate Research Assistant, Department of Political Science, University of Cincinnati, U.S.A., 1971-1972.
6. Research Officer, National Institute of Public Administration, Bangladesh, 1968-1970.
7. Lecturer, Department of Political Science, University of Dhaka, Bangladesh, 1967.
8. Sub-Editor, Press Information Department, Government of Bangladesh, Bangladesh, 1967.
9. Commercial Officer, Linden International Enterprise, Bangladesh, 1966.

**SERVICE  
RECORDS**

1. Lecturer, Appointment, 1974-77; August 1974.
2. Lecturer, Contract Renewal, 1977-80; October 1977.
3. Lecturer, Indefinite Tenure, October 1979.
4. Lecturer, Merit Bar Crossing, October 1979.
5. Senior Lecturer, Promotion, October 1982.
6. Senior Lecturer, Merit Bar Crossing, October 1990.
7. Professor, Promotion, October 2001.

**RESEARCH  
INTERESTS**

Development Management; Project Management; Policy Analysis; Organization/Management Development.

**TEACHING  
AREAS**

1. GT102 Introduction to Politics, 1974-75.
2. GT323 Public Administration, 1974-76.
3. GT361 Administrative Techniques and Procedures, 1976-90.
4. MS393 Development Administration, 1977-92.
5. MS226 Organizational Theory and Behaviour, 1976-78.
6. MS12A Principles of Management, 1991-93.

present.

7. MS29A Public Sector Management Analysis, 1990 -
8. MS39A Managing Development, 1992 - present.
9. MS29B Policy Analysis, 1990 - present.
10. MS39B Managing Innovations, 1992 - present.
11. PE65B Project Development, 1999 - present
12. MS29D Management in Government II, 2002 - present.
13. IMGT6040 Government, Society and Business, 2003 - present

**MANAGEMENT/**

(Public

**SUPPORT SERVICES**

1. Assisted, Programme Development, B.Sc. (Administration), UWI-Cave Hill, 1975-76.
2. Assisted, Programme Development, B.Sc. (Public Administration and Law), UWI-Cave Hill, 1977-78.
3. Assisted, Programme Development, Diploma in Public Administration, UWI-Cave Hill, 1980-81.
4. Acting Head, DOMS, UWI-Cave Hill, June 20-27, 1983.
5. Assisted, Programme Development, M.Phil, UWI-Cave Hill, 1984-85.
6. Acting Head, DOMS, UWI-Cave Hill, August 18 - September 19, 1986.
7. Acting Head, DOMS, UWI-Cave Hill, August 31 - September 4, 1987.
8. Assisted, Programme Development, Certificate in Labour Administration, UWI-Cave Hill, 1986-87.
9. Acting Head, DOMS, UWI-Cave Hill, June 27 - July 1, 1988.
10. Acting Head, DOMS, UWI-Cave Hill, August 20 - September 15, 1988.
11. Assisted, Senior Faculty Member Search, DOMS, UWI-Cave Hill, 1988-89.
12. Prepared, Working Paper, Technical Consultation Meeting, Latin American Centre for Development Administration/ UWI, Kingston, Jamaica, April 5-6, 1990.
13. Assisted, Registration Week Counselling and Registration, DOMS Students, UWI-Cave Hill, 1988 - present.
14. Assisted, Programme Development, B.Sc. (Public Sector Management), UWI-Cave Hill, 1989-90.
15. Acting Head, DOMS, UWI-Cave Hill, August 1 - 21, 1991.
16. Coordinator, MS12A Principles of Management Team-Teaching Programme, DOMS, UWI-Cave Hill, 1991-92, 1992-93.
17. Acting Head, DOMS, UWI-Cave Hill, May 23- 29, 1993.
18. Acting Head, DOMS, UWI-Cave Hill, April 6-13, 1994.
19. Assisted, Faculty of Social Science Summer School Registration Exercise, Faculty of Social Sciences, UWI-CaveHill, July 4-19, 1994.

20. Conducted, Preregistration Counselling, DOMS-Cave Hill, August 8-31, 1994.
21. Assisted, CMD-DOMS Strategy Meeting in Relation to Offering BBA Programme in St. Lucia, UWI-Cave Hill, August 18, 1994.
22. Assisted, Registration Status-Finding of Final-Year Public Sector Management Students, DOMS-Cave Hill, November 1994.

**MANAGEMENT/  
SUPPORT  
SERVICES  
(CONT'D)**

23. Acting Head, DOMS, UWI-Cave Hill, November 30 - December 1, 1994.
24. Acting Head, DOMS, UWI-Cave Hill, May 14-16, 1995.
25. Assisted, Summer School Registration, Faculty of Social Sciences, UWI-Cave Hill, May-June 1995.
26. Acting Head, DOMS, UWI-Cave Hill, June 1995.
27. Assisted, Preregistration and Registration Counselling, DOMS-Cave Hill, August 1995.
28. Assisted Summer School Registration, Faculty of Social Sciences, UWI-Cave Hill, May-June, 1996.
29. Coordinator, Faculty of Social Sciences Timetabling Programme, Faculty of Social Sciences, UWI-Cave Hill, 1996 to 1997.
30. Acting Head, DOMS, UWI-Cave Hill, June 25- 26, 1996.
31. Acting Head, DOMS, UWI-Cave Hill, September 20, 1996.
32. Acting Head, DOMS, UWI-Cave Hill, October 1 - 5, 1996.
33. Acting Head, DOMS, UWI-Cave Hill, October 23 - 25, 1996.
34. Acting Head, DOMS, UWI-Cave Hill, February 14, 1997.
35. Acting Head, DOMS, UWI-Cave Hill, February 20 - 25, 1997.
36. Acting Head, DOMS, UWI-Cave Hill, June 10, 1997.
37. Assisted, Government of Suriname Ministry of Education/UWI-Cave Hill Academic Programme Development Fact-Finding Mission, UWI-Cave Hill, April 2, 1997.
38. Assisted, Graduate Programme Development in Project Appraisal and Management, Inter-American Development Bank/UWI Project, UWI-Cave, April 29, 1997.
39. Assisted, Faculty of Social Sciences' Second Semester Medicals Review Meeting, Faculty of Social Sciences, UWI-Cave Hill, June 5, 1997.

40. Assisted, Faculty of Social Sciences Distance Programme Entrance Meeting, Faculty of Social Sciences, UWI-Cave Hill, June 16 - 17, 1997.
41. Acting Head, DOMS, UWI-Cave Hill, July 21 - 29, 1997.
42. Acting Head, DOMS, UWI-Cave Hill, October 18 - 22, 1997.
43. Acting Head, DOMS, UWI-Cave Hill, February 14 - 16, 1998.
44. Acting Head, DOMS, UWI-Cave Hill, April 11 - 17, 1998.
45. Acting Head, DOMS, UWI-Cave Hill, April 27 - 29, 1998.
46. Acting Head, DOMS, UWI-Cave Hill, May 13 - 19, 1998.
47. Acting Head, DOMS, UWI-Cave Hill, July 24 - August 21, 1998.
48. Acting Head, DOMS, UWI-Cave Hill, February 5, 1999.
49. Acting Head, DOMS, UWI-Cave Hill, February 25 - 26, 1999.

**MANAGEMENT/  
SUPPORT  
SERVICES  
(CONT'D)**

50. Acting Head, DOMS, UWI-Cave Hill, March 16 - 21, 1999.
51. Acting Head, DOMS, UWI-Cave Hill, March 31 - April 1, 1999.
52. Acting Head, DOMS, UWI-Cave Hill, April 15 - 21, 1999.
53. Prepared, Self-assessment Report for Public Sector Management Degree Programme, DOMS, UWI-Cave Hill, February 16 - 19, 1999.
54. Acting Head, DOMS, UWI-Cave Hill, October 26 - 31, 1999.
55. Acting Head, DOMS, UWI-Cave Hill, December 9 - 10, 1999.
56. Acting Head, DOMS, UWI-Cave Hill, December 17 - 18, 1999.
57. Acting Head, DOMS, UWI-Cave Hill, February 14 - 18, 2000.
58. Acting Head, DOMS, UWI-Cave Hill, March 4 - 7, 2000.
59. Acting Head, DOMS, UWI-Cave Hill, August 2 - 15, 2000.
60. Coordinator, M.Phil programme, DOMS, UWI-Cave Hill, 2000 to present.
61. Member M.Sc. Project Management and Evaluation Degree Programme Task Force, DOMS, UWI-Cave Hill, 2000 to present.
62. Acting Head, DOMS, UWI-Cave Hill, November 15 - 20, 2000.
63. Acting Head, DOMS, UWI-Cave Hill, November 22 - 24, 2000.
64. Acting Head, DOMS, UWI-Cave Hill, December 20 - 28, 2000.

65. Acting Head, DOMS, UWI-Cave Hill, February 19 - 27, 2001.
66. Acting Head, DOMS, UWI-Cave Hill, June 25 - July 2, 2001.
67. Acting Head, DOMS, UWI-Cave Hill, October 10- 11, 2001.
68. Acting Head, DOMS, UWI-Cave Hill, November 15-16, 2001.
69. Acting Head, DOMS, UWI-Cave Hill, November 19 -22, 2001.
70. Acting Head, DOMS, UWI-Cave Hill, November 27 - 30, 2001.
71. Acting Head, DOMS, UWI-Cave Hill, January 2 - 9, 2002.
72. Acting Head, DOMS, UWI-Cave Hill, January 16 - 18, 2002.
73. Coordinator, M.Phil Programme, DOMS, UWI-Cave Hill, 2000 to present.
74. Acting Head, DOMS, UWI-Cave Hill, July 14-18, 2003.
75. Acting Head, DOMS, UWI-Cave Hill, November 15 - 18, 2005.

## **RESEARCH**

## **SUPERVISION/ EXAMINERSHIP**

1. Research Papers, B.Sc. (Public Administration)/ B.Sc. (Public Administration and Law), UWI-Cave Hill, 1974-89.
2. Research Papers, B.Sc. (Public Sector Management), UWI-Cave Hill, 1990 to present.
3. Astley Leslie, M.Sc. (Government) Graduate Seminar Paper, "Some Problems of the Public Sectors in Commonwealth Caribbean Countries", UWI-Cave Hill, 1983.
4. Horace Dundas, M.Sc. (Government) Thesis, "A Study of the Jamaican Public Sector", Department Government, UWI-Mona, 1985.
5. Ira R. Barrett, Ph.D. (Government) Thesis, "The Public Nursing System in Jamaica: A Management Perspective", Department of Government, UWI-Mona, 1986.
6. Hazel M. Cheltenham, M.Sc. (Government) Thesis, "Health Care Delivery in Barbados: Utilization of the Drug Service by the Elderly", UWI-Mona, 1988.
7. Michael A. Archer, Master's Thesis, "The Demotivating Factors in the Barbados Public Sector", Brooklyn College/UWI-Cave Hill, 1988-89.
8. Wayne Soverall, Master's Thesis, "Caribbean Development Theory and Practice: Policy Perspectives for the Decade of the 1990s and Beyond", Brooklyn College/UWI-Cave Hill, 1988-89.

9. Ezra Baptiste, Ph.D. Candidate, "An Assessment of the Institutional Capacity within the Public Sector for the Planning and Implementation of Social Development Projects in St. Lucia", Department of Government, Sociology and Social Work, UWI-Cave Hill, Joint supervision, 1994 to present.
10. Livingston Smith, M. Phil Thesis, "The Privatization Process in Jamaica with a Critical Comparison with the British Experience", Department of Government, UWI-Mona, 1994.
11. Maggie Huf Rousselle, Ph.D. Dissertation, "Foreign Aid and Neocolonialism: The Policies, Procedures and Politics Influencing Foreign Aid Dependent Organizations in Haiti and the Commonwealth Caribbean", Department of Management Studies/ Department of Government, Sociology and Social Work, UWI-Cave Hill, Joint supervision, 2000.
12. Wayne Soverall, Ph.D. Candidate, "The Dialectics of Social Debt: Poverty and Human Development in Trinidad and Tobago", Department of Government, UWI-Cave Hill, Joint supervision, 1997
13. Sydney Arthur, Ph.D. Candidate, DOMS, UWI-Cave Hill, Joint supervision, 2000 to present.

**RESEARCH/  
SUPERVISION  
EXAMINERSHIP  
(CONT'D)**

14. Edward Corbin, Ph.D. Candidate, DOMS, UWI-Cave Hill, Joint supervision, 2001 to present.
15. Sandra Thompson and Deborah Nurse, M.Sc. Project Management and Evaluation Practicum Project, DOMS, UWI-Cave Hill, February, 2001.
16. Leelamma Kuruvada, Ph.D. Candidate, Bharathian University, India, External Examination, March 2001.
17. Eleanor Jordan, undergraduate research, Hospitality and Tourism Management Practicum Project, DOMS, UWI-Cave Hill, March - May 2001.
18. N. Ramujam, Ph.D. Candidate, Bharathan University, India, External Examination, October 2001.
19. A. Rajamhan, Ph.D. Candidate, Annmalai University, India, November 2001.

20. S. Radhakrishnan, Ph.D. Candidate, Sri Vasan College, India, March - April 2002.
21. P. Pandian, Ph.D. Candidate, Manormarian Sundarinar University, India, April 2002.
22. Heather Headley-Corbin, M.Phil Thesis, Department of Government, UWI-Cave Hill, Co-supervisor, February 2002.
23. Mikala Hope-Franklyn, M.Phil Thesis, Department of Government, UWI-Cave Hill, Co-supervisor, February 2002.
24. Wayne Soverall, Ph.D. Dissertation, "Poverty and Social Equity in Trinidad and Tobago", University of the West Indies, Cave Hill, Joint Supervisor, 2006.
25. Janice Cumberbatch, Ph.D. Dissertation, "Analysing Practioner Experiences to Improve Practice of Participation" University of the West Indies, Cave Hill, Internal Examiner, 2008.

**EDITORIAL/  
Studies, REVIEWING  
SERVICES**

1. Referee, Occasional Papers, Centre for Administrative Bangladesh, 1978.
2. Reviewer, Journal Papers, Journal of Social Studies, Bangladesh, 1982.
3. Reviewer, Occassional Paper Series, ISER-Cave Hill, January 1985.
4. Reviewer/Referee, Journal Papers, Bulletin of Eastern Caribbean Affairs, ISER-Cave Hill, 1985 to present.
5. Reviewer, Research Proposals, ISER-Cave Hill, 1985 to present.
6. Reviewer, Book-length Manuscript, ISER-Cave Hill, 1987.
7. Editorial Member, Bulletin of Eastern Caribbean Affairs, UWI-Cave Hill, 1989 to present.
8. Reviewer, Research Notes, Asian Affairs, Bangladesh, 1989.

**EDITORIAL/  
REVIEWING  
SERVICES  
(CON'T)**

9. Reviewer, Research Proposal, Consortium Graduate School of Social Sciences, UWI-Mona, 1989.
10. Reviewer/Referee, Journal Paper, Social and Economic Studies, ISER-Mona, May 1996.
11. Reviewer, Research Proposals and Journal Papers, ISER-Cave Hill, January - February 1998.
12. Editorial Member, South Asian Journal of Sociopolitical Studies, Kerala, India, 1999 to present.

**[IN ORDER OF PUBLICATION DATE ]****PUBLICATIONS/  
RESEARCH****RESEARCH NOTES**

1. "Research Note", Administrative Science Review, Vol. 3, No. 2, June 1969, pp. 170-172. [Refereed Journal]
2. "Research Note", Administrative Science Review, Vol. 3, No. 3, September 1969, pp. 127-131. [Refereed Journal]
3. "Research Note", Administrative Science Review, vol. 3, No. 4, December 1969, pp.143-149. [Refereed Journal]
4. "Research Note", Administrative Science Review, Vol. 4 No. 1, March 1970, pp. 129-132. [Refereed Journal]
5. "Research Note", Administrative Science Review, Vol. 4, No. 2, June 1970, pp. 102-116. [Refereed Journal]
6. "Research Note", Administrative Science Review, Vol. 4, No. 3, September 1970, pp. 63-69. [Refereed Journal]

**MONOGRAPHS/COMPILATIONS**

7. Old River Multipurpose Project: A Case Study of the Administrative Aspects, Dhaka, Bangladesh: National Institute of Public Administration, 1969, 112 pp.
8. A Study of Service Rules for the Employees of the National Institute of Public Administration, Dhaka, Bangladesh: National Institute of Public Administration, 1970, 160 pp.
9. Public Sector Management Analysis, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1994, 114 pp.
10. Managing Development, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1994, 71 pp.
11. Policy Analysis, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1994, 79 pp.
12. Managing Innovations, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1994, 65 pp.

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

13. Project Development, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1999, 194 pp.
14. Management in Government, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 1999, 266 pp.
15. Research Methods, Cave Hill, Barbados: Department of Management Studies, University of the West Indies, 2003, 320 pp.

**BOOKS**

16. Development Administration: Field Research in Barbados, Bridgetown, Barbados: Yoruba Press, 1976, 203 pp.
17. Managing Development: Theory and Practice, Bridgetown, Barbados: Crown Caribbean, 1978, 300 pp.
18. Public Management: The Eastern Caribbean Experience, Leiden, Holland: KITLV Press, 1982, 1987, 356 pp.
19. The Context of Film as an Art-form, Dhaka, Bangladesh: Shahana, 1982, 104 pp.
20. Doing Projects (with Wayne Soverall), Lanham, Maryland: University Press of America, 2000, 523, pp.
21. Managing and Evaluating Projects (with Frank Alleyne and Wayne Soverall) (eds.), Kingston, Jamaica; Arawak Publications, 2003, 347 pp.
22. Gaining Productivity (with Wayne Soverall), Kingston, Jamaica: Arawak Publications, 2007, 535 pp.

#### **PAPERS**

23. "Administrative Change and Development in Barbados", International Review of Administrative Sciences, Vol. 41, No. 2, 1975, pp. 149-158. [Refereed Journal]
24. "Development Project and Development Administration: A Study of the International Seafoods Limited", Caribbean Quarterly, Vol. 23, No. 4 December 1977, pp. 71-89. [Refereed Journal]
25. "Management Techniques: The Barbados Backdrop", Crown Caribbean, Vol. 5, No. 1, September 1979, pp. 14-19.
26. "Ecology and Public Service", Crown Caribbean, Vol. 5, No. 2, 1980, pp. 30-35.
27. "Productivity and Public Services in the Eastern Caribbean", Crown Caribbean, Vol. 6, No. 1, 1981, pp. 28-31.
28. "Public Management: An Analysis", Journal of Social Studies, Vol. 37, July 1987, pp. 30-51. [Refereed Journal]
29. "Management Techniques in the Public Sector", Bulletin of Eastern Caribbean Affairs, Vol. 14, No. 4, September - October 1988, pp. 22-35. [Refereed Journal]

#### **PUBLICATIONS/ RESEARCH (CONT'D)**

30. "From Classroom to Boardroom", in George Wadinambiaratchi (ed.), Workshop Cases in Management in the Caribbean, Cave Hill, Barbados: University of the West Indies/ United States Agency for International Development Regional Management Development Project, 1989, pp. 24-27.
31. "Management Capability: A Study in Public Sector Application", Bangladesh Journal of Public Administration, Vol. 3, No. 1, January 1989, pp. 93-108. [Refereed Journal]

32. "The Project Cycle: Lessons from the Caribbean", Journal of Local Government, Vol. 18, No. 1, January - June 1989, pp. 1-19. [Refereed Journal]
33. "Management Techniques in the Public Sector: Some Analyses and Applications", Public Administration Review, Vol. 27, No. 2, July - December 1989, pp. 1-22. [Refereed Journal]
34. "The Implementation Process: Programmes and Projects", Management Development, Vol. 18, Nos. 3-4, July - September, October - December 1989, pp. 24-50. [Refereed Journal]
35. "The Implementation Process", Indian Journal of Public Administration, Vol. 35, No. 4, October - December 1989, pp. 851-868. [Refereed Journal]
36. "Public-Sector Management in the Commonwealth Caribbean: Some Issues", Bulletin of Eastern Caribbean Affairs, Vol. 16, No. 2, May - June 1990, pp. 1-11. [Refereed Journal]
37. "Development Projects and the Barbadian Evidence", Development Review, Vol. 2, No. 2, July 1990, pp. 40-57. [Refereed Journal]
38. "The Commonwealth Caribbean: Management Capability Development in the Public Sector", Bulletin of Eastern Caribbean Affairs, Vol. 16, No. 3, July - August 1990, pp. 1-10. [Refereed Journal]
39. "The Development Project Cycle and a Barbadian Project", Project Management Quarterly, Vol. 22, No. 2, June 1991, pp. 27-32. [Refereed Journal]
40. "Industrial Project in a Developing Country: The Barbados Experience", Administrative Change, Vol. 19, Nos. 1-2, July 1991-June 1992, pp. 60-69. [Refereed Journal]
41. "Project Management: The Bridgetown Fisheries Project", Public Administration Review, Vol. 30, No. 1, January - June 1992, pp. 79-96. [Refereed Journal]
42. "Public Sector Management Training in Developing Countries", (with Brian Walker), Public Administration Review, Vol. 31, No. 2, July - December 1992, pp. 67-87. [Refereed Journal]
43. "The Implementation Process: A Rural Development Project", (with Leigh Trotman), Journal of Rural Development and Administration, Vol. 24, No. 4, Autumn/October - December 1992, pp. 78-88. [Refereed Journal]
44. "Public Management in the Eastern Caribbean", Journal of Social Studies, Vol. 60, April 1993, pp. 59-82. [Refereed Journal]
45. "Human Resource Development in the Public Sector: A Developing-Country Experience", (with Wayne Soverall), International Journal of

**PUBLICATIONS/  
RESEARCH  
CONT'D)**

[Refereed

- Public Sector Management, Vol. 6, No. 1, 1993, pp. 48-58.  
Journal]
46. "A Study of Management, Development and Agriculture: The Case of Barbados", (with Clovis C. Kellman) Journal of Rural Development and Administration. Vol. 25, No. 4, Autumn/October - December 1993, pp. 23-31. [Refereed Journal]
  47. "Examining Management Capability in Barbados", Caribbean Labour Journal, Vol. 3, No. 4, December 1993, pp. 13-16. [Refereed Journal]
  48. "Organization Development: The Organization and Management Division in Barbados", Social Science Review, Vol. 10, No. 2, 1993, pp. 21-38. [Refereed Journal]
  49. "Adjustment Programmes and Public Sector Management", in John La Guerre (ed.), Structural Adjustment, Public Policy and Administration in the Caribbean, St. Augustine, Trinidad: School of Continuing Studies, University of the West Indies, 1994, pp. 88-99.
  50. "Development Planning and Management in the OECS Countries: The Experience of the UNDP", Bangladesh Institute of International and Strategic Studies Journal, Vol. 15, No. 3, 1994, pp. 255-276. [Refereed Journal]
  51. "Managing Development: The Greenland Agricultural Station in Barbados", Journal of Rural Development and Administration, Vol. 26, No. 3, Summer/July - September 1994, pp. 96-109. [Refereed Journal]
  52. "The Bridgetown Sewerage Project: A Project Cycle Study", Journal of Administrative Processes, Vol. 21, No. 2, July-December 1994, pp. 77-89. [Refereed Journal]
  53. "Government Hill Project: An Infrastructural Project in Barbados", (with Andria Patrick) Bulletin of Eastern Caribbean Affairs, Vol. 19, No. 3, September 1994, pp. 36-43. [Refereed Journal]
  54. "The Public Service Commission in a Developing Country: Barbados", (with Harriet Daisley) Social Science Review, Vol. 11, No. 2, December 1994, pp. 23-33. [Refereed Journal]
  55. "Probing Barbados' Management Environment", Pakistan Administration, vol. 31, No. 2, July-December 1994, Vol. 32, No. 1&2, January-June 1995, pp. 78-91. [Refereed Journal]
  56. "An Agricultural Project and its Evolution in Barbados", (with Sandra Thompson) Administrative Change, Vol. 22, No. 2, January-June 1995, pp. 105-117. [Refereed Journal]

**PUBLICATIONS/  
RESEARCH  
CONT'D)**

57. "An Educational Project in a Developing Country", International Journal of Educational Management, Vol. 9, No. 1, 1995, pp. 42-48. [Refereed Journal]
58. "A Study of the Heywoods Holiday Village Development Project", Middle East Studies in Development, Vol. 22, No. 1, 1995, pp. 37-52. [Refereed Journal]
59. "Management Capability in Barbados", in Noel M. Cowell and Ian Boxill (eds.), Human Resource Management: A Caribbean Perspective, Kingston, Jamaica: Canoe Press University of the West Indies, 1995, pp. 33 - 42.
60. "Political Dominance and Public Sector Management", (with William A. McDonald) Bulletin of Eastern Caribbean Affairs, Vol. 20, No. 2, June 1995, pp. 47-55. [Refereed Journal]
61. "Organization-Building and Capacity-Building in a Developing Country", Journal of Social Studies, No. 69, July 1995, pp. 34 - 52. [Refereed Journal]
62. "Public Policy and the Impact of the ABC Highway on Land Use in Barbados", Journal of Administrative Processes, Vol. 22, No.2, July - December 1995, pp. 43 - 51. [Refereed Journal]
63. "Public Service Commission in Barbados: Another Look", (with Harriet Daisley), Administrative Change, Vol. 23, Nos. 1 - 2, July 1995 - June 1996, pp. 96 - 105. [Refereed Journal]
64. "The Oistins Fisheries Complex Project", Bulletin of Eastern Caribbean Affairs, Vol. 20, No. 4, December 1995, pp. 47-53. [Refereed Journal]
65. "Small Business Development Policy in Barbados", (with Edward Corbin) Small Enterprise Development Journal, Vol. 22, No. 4, December 1995, pp. 1-18. [Refereed Journal]
66. "Organization Development: A Developing-Country Approach", Development Review, Vol. 9, Nos. 1 - 2, January - June 1996, pp. 65 - 79. [Refereed Journal]
67. "Environmental Policy and Management in Barbados", (with Samantha Alleyne) International Journal of Public Sector Management, Vol. 9, No. 1, 1996, pp. 25-35. [Refereed Journal]
68. "A Study of the Spring Garden Highway Project in Barbados", International Journal of Social Sciences, 4(1), Winter 1996, pp. 1 - 13. [Refereed Journal]
69. "Management Training: A Developing-Country Focus", Bulletin of Eastern Caribbean Affairs, Vol. 21, No. 1, March 1996, pp. 46-57. [Refereed Journal]

70. "Agricultural Diversification Project", Journal of Rural Development and Administration, Vol. 28, No. 2, Spring/April - June 1996, pp. 21 - 38. [Refereed Journal]
71. "The Wildey Gymnasium Project: A Project in Barbados", International Journal of Social Sciences, 4(2), Spring 1996, pp. 97 - 109. [Refereed Journal]
72. "The First Education Development Project: A Project in Barbados", Management Development Institute Journal, Vol. 9, No. 2, July 1996, pp. 145 - 156. [Refereed Journal]
73. "Fisheries Policy of Barbados", (with Sandra Prescod), Journal of Administrative Processes, Vol. 23, No. 2, July - December 1996, pp. 79 - 95. [Refereed Journal]
74. "Development Management in the Commonwealth Caribbean", Pakistan Journal of Public Administration, Vol. 23, No. 2, July - December 1996, pp. 69 - 88. [Refereed Journal]
75. "Innovations in a Plantation Economy: A Study of the Barbadian Small Farmer", (with Richard B. Knight), Journal of Rural Development and Administration, Vol. 28, No. 4, Autumn/October - December 1996, pp. 47 - 59. [Refereed Journal]
76. "Managing Innovations: The Case of Barbados", (with Richard B. Knight), Journal of Entrepreneurship, Vol. 6, No. 1, January - June 1997, pp. 87 - 98. [Refereed Journal]
77. "Looking at Productivity and Management", International Journal of Social Sciences, 5(1), Winter 1997, pp. 1 - 17. [Refereed Journal]
78. "The Project Approach to Development: Some Evidence from Barbados", Journal of Social Studies, Vol. 76, April 1997, pp. 10 - 31. [Refereed Journal]
79. "The Northern Access Road Project in Barbados: A Project Cycle Study", Borneo Review, Vol. 8, No. 1, June 1997, pp. 81 - 102. [Refereed Journal]
80. "Looking at the Barbados Agricultural Development Project", (with Bryan C. Walker), Journal of Rural Development and Administration, Vol. 29, No. 3, Summer/July - September 1997, pp. 22 - 39. [Refereed Journal]
81. "Probing Organization Development", Journal of Business Perspective, Vol. 1, No. 2, July - December 1997, pp. 55 - 62. [Refereed Journal]
82. "Public Sector Reform in Barbados", Journal of Administrative Processes, Vol. 24, No. 2, July - December 1997, pp. 27 - 40. [Refereed Journal]
83. "Changing Project Management", Small Enterprise Development Journal, Vol. 24, No. 3, September 1997, pp. 49 - 57. [Refereed Journal]

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

84. "Examining Caribbean Integration", International Journal of Scientific America and Middle East Studies, Vol. 6 No. 1, Fall 1997, pp. 5 - 35. [Refereed Journal]
85. "Organization Development: Probing Barbados", Development Review, Vol. 9, November 1997, pp. 19 - 33. [Refereed Journal]
86. "Organization Development in Barbados", Social Sciences Research Journal, Vol. 5, Nos. 1 & 2, 1997, pp. 111 - 120. [Refereed Journal]
87. "Management Training: The Barbados Case", Economic and Social Studies, Vol. 9, 1997, pp. 39 - 49. [Refereed Journal]
88. "Management in Developing Countries: Taking a Closer Look", Middle East Studies in Development, Vol. 24, No. 1, 1997, pp. 87 - 108. [Refereed Journal]
89. "Rural Development in Barbados: Analysis and Findings", Journal of Rural Development and Administration, Vol. 30, No. 1, Winter/January - March 1998, pp. 1 - 17. [Refereed Journal]
90. "Organization Development in Barbados", Administrative Change, Vols. 25 & 26, Nos. 2 & 1, January -December 1998, pp. 57-69. [Refereed Journal]
91. "A Rural Development Project: An Overview", Small Enterprise Development Journal, Vol. 25, No. 1, March 1998, pp. 51 - 64. [Refereed Journal]
92. "Strategizing Development Management", Journal of Social Studies, No. 82, August - October 1998, pp. 68 - 86. [Refereed Journal]
93. "The Airport-West Coast Project: Studying an Infrastructural Project in a Developing Country", International Journal of Social Science, Vol. 7, 1999, pp. 331 - 343. [Refereed Journal]
94. "A Study of the Implementation Process of the Bridgetown Sewerage Project", Administrative Change, Vols. 26, 27, Nos. 2, 1, January - December 1999, pp. 25 - 37. [Refereed Journal]
95. "Examining a Public Sector Organization", Small Enterprise Development Journal, Vol. 26, No. 1, March 1999, pp. 99 - 122. [Refereed Journal]
96. "Management Consultancy: A Developing Country Approach", in U.B. Raju (ed.) Small Enterprise: Views and Vistas, New Delhi: Tata McGraw-Hill, 1999, pp. 151 - 165.
97. "Changing International Relations: Public Sector Management in the Eastern Caribbean", Borneo Review, Vol. 10, No. 1, June 1999, pp. 89 -109. [Refereed Journal]
98. "Implementing Development Initiatives", Journal of Business Perspective, Vol. 3, No. 2, July - December 1999, pp. 37 - 46. [Refereed Journal]

99. "A Housing Project in Barbados: A Project Management Experience", International Journal of Social Sciences, Vol. 8, No. 1, Winter 2000, pp. 1 - 24. [Refereed Journal]

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

100. "A Housing Project in Barbados", International Journal of Social Sciences, Vol. 8, No. 2, Spring 2000, pp. 111 - 125. [Refereed Journal]
101. "The Public Sector in Barbados: Developments and Problems," Administrative Change, Vols. 27 & 28, Nos. 2 & 1, July - December 2000, pp. 58-75. [Refereed Journal]
102. "Management Planning and the Commonwealth Caribbean," Small Enterprise Development Journal, Vol. 28, No.2, June 2001, pp. 73-94. [Refereed Journal]
103. "One More Time: Organizations and Organizational Leadership," Journal of Social Studies, No. 93, July - September 2001, pp. 48 - 79. [Refereed Journal]
104. "Barbados' Public Sector and Management Techniques," Strategy/Journal for Management Development, Vol. 5, November 2001, pp.24-33 [Refereed Journal]
105. "Public Sector Reform: The Experiences and Concerns in the Commonwealth Caribbean," South Asian Journal of Sociopolitical Studies, Vol. 5, No. 2, Winter 2001, pp. 13-22. [Refereed Journal]
106. "Organizational Change as a Development Tool," Management and Change, Vol. 5, No. 2, Winter 2001, pp. 277-294. [Refereed Journal]
107. "Implementing Development Initiatives: Another Look", Journal of Social Studies, No. 96, April-June 2002, pp. 54-75.
108. "Development Management: Reflections on Recent Developments," Management and Change, Vol. 6, No. 2, Winter 2002, pp. 407-417. [Refereed Journal]
109. "Of Strategic Management, Teams and Team-building", Small Enterprise Development Journal, Vol. 30 No. 3, September 2003, pp. 85-96. [Refereed Journal]
110. "Steering, Performing, Delivering: Public Sector Projects, Kudos, Brickbats, and All That", in Frank Alleyne, Jamal Khan and Wayne Soverall (eds.), Managing and Evaluating Projects, Kingston, Jamaica: Arawak Publications, 2003, pp. 8-29.
111. "Project Monitoring and Evaluation: Muddling, Managing, Making", in Frank Alleyne, Jamal Khan and Wayne Soverall (eds.) Managing and Evaluating Projects, Kingston, Jamaica: Arawak Publications, 2003, pp. 158-184.
112. "Development Management and Kindred Aspects", South Asian Journal of Sociopolitical Studies, Vol. 4, No. 1, December 2003, pp. 49-59. [Refereed Journal]

113. "A Closeup Look: Identifying and Defining a Development Project", International Journal of Social Sciences, Vol. 10, No. 3, 2003, pp.264-284. [Refereed Journal]
114. "Social Partnership: New Public Management Practice in Barbados", (with Wayne Soverall), African Journal of Public Administration and Management, Vol.15, No. 1, January 2004, pp. 22-36.[Refereed Journal]

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

115. "Reflecting on Development Management", Journal of Social Studies, No. 102, January-March 2004, pp.67-77. [Refereed Journal]
116. "Firing Up Programme Management", Journal of Social Studies, No. 104, July-September 2004, pp.22-39. [Refereed Journal]
117. "Public- Private Sector Productivity: Competing Dimensions of Work place Culture" (with Wayne Soverall), South Asian Journal of Sociopolitical Studies, June 2006, pp. 68-75. [Refereed Journal]
118. "A Tale of Five Cities: Panache, Pain, Pleasure and All That," Journal of Eastern Caribbean Studies, Vol. 30, No. 3, September 2005, pp.73-87. [Refereed Journal]
119. "National Initiative for Service Excellence: Improving the Service Economy of Barbados", with Wayne Soverall), Journal of Social Studies, Vol. 108, October -December 2005, pp.77-99.[Refereed Journal]
120. "Competitiveness, Performance and Productivity: Some Policy Issues", (with Wayne Soverall), Journal of Social Studies, Vol. 110, April-June 2005, pp. 51-62.[Refereed Journal]
121. "Public Sector Reforms: Approaches and Transitioning" , (with Wayne Soverall), South Asian Journal of Sociopolitical Studies, Vol. 7, No. 1. July-December 2006, pp. 59-66. [Refereed Journal]
122. "Development in Singapore and Trinidad and Tobago: Integrated Policy Management or Cultural Primacy?" (with Wayne Soverall), Journal of Social Studies, March 2006 [Refereed Journal]
123. "Customer Service Delivery: The New Frontier", (with Wayne Soverall), Journal of African Association of Public Administration and Management, (with Wayne Soverall), March 2006. [Refereed Journal]
- [RESEARCH/PUBLICATIONS SINCE PROFESSORIAL SALARY REVIEW, EARLY 2007]**

**PUBLISHED PAPERS**

124. "Pension Reform: Innovations in Public Management" (with Wayne Soverall), Journal of Public Sector Policy Analysis, Vol. 1, December 2007, pp. 2-19. [Refereed Journal]
125. "Emerging Public-Corporate Governance Relationships in the Caribbean", (with Wayne Soverall), Sasin Journal of Management,

Vol. 14, No. 1, 2008, pp.79-85.

[Refereed Journal]

126. "Customer Service in Public Sector Organisations in Barbados: An Assessment of Recent Developments", African Journal of Public Administration and Management, Vol. 19, No. 1, January, 2008, pp. 20-40.

[Refereed Journal]

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

127. "Talent and Knowledge Management Practice in Barbados", Journal of Public Sector Policy Analysis, Vol. 2. December 2008, pp. 18-49.

[Refereed Journal]

**PUBLISHED BOOK**

128. "GAINING PRODUCTIVITY, (with Wayne Soverall), Kingston, Jamaica: Arawak Publications, 2007, 535 pp.

**ONGOING BOOK-LENGTH WORK**

129. Book: "Empowering Management", (a multi-author research-based study on public sector management; publication by Open Campus Book, St. Augustine, Trinidad, 2009; approximately 800 pp.)

**ACCEPTED PAPERS**

130. "A New Psychological Contract for Public Management," (with Wayne Soverall), International Review of Administrative Sciences,

[Refereed Journal]

**UNDER- REVIEW PAPERS**

131. "The Strategic Management of Productivity", (with Wayne Soverall), Middle East Technical University Studies, 2006.

[Refereed Journal]

132. "Public Sector Modernization Initiatives", (with Wayne Soverall), Borneo Review, 2006. [Refereed Journal]

133. "The Eclipse of Voluntarism in Industrial Relations", (with Wayne Soverall), Sasin Journal of Management, 2007, [Refereed Journal]

134. "The Evolution of the Cultural Sector in the Caribbean: New Public Management", (with Wayne Soverall), Development Review, 2007 [Refereed Journal]

**SEMINAR PAPERS**

135. "Public Sector Management Planning in Barbados", Faculty Seminar, Department of Economics, University of the West Indies, Barbados, April 1975.
136. "Development Management: The Caribbean Evidence", Department of Economics Student Seminar, University of the West Indies, Barbados, March 1980.

**PUBLICATIONS/  
RESEARCH  
(CONT'D)**

137. "Management Techniques: Public Sector Applications in Developing Countries", National Institute of Public Administration Training Seminar, Bangladesh, August 23, 1982.
138. "Minister-Public Personnel Relations", Health Development Planning and Management Project, University of the West Indies Barbados Ministry of Health, Barbados, December 1983.
139. "The Structure and Role of the Public Sector", Joint Seminar Workshop on the Political and Administrative Problems in Developing Countries, University of the West Indies/City University of New York, Barbados, August 3-14, 1987.
140. "Public Sector Management in the Commonwealth Caribbean", Institute of Business Administration Faculty/ Student Joint Seminar, Bangladesh, August 8, 1989.
141. "The Performing Arts and National Development", National Museum, Bangladesh, August 3, 1993.
142. "Management: Some Crosscultural Observations", Centre Seminar Series, Centre for Social Studies, Bangladesh, August 18, 1993.
143. "Public Sector Productivity: Some Initial Thoughts", Faculty Seminar, Department of Management Studies, University of the West Indies, Barbados, April, 2002.
144. "Organizational/Management Research," Faculty Research Seminar, Department of Management Studies, University of the West Indies, Barbados, November 2006

**CONFERENCE  
PARTICIPATION**

1. Attended, ISER Staff Seminars, UWI-Cave Hill, 1974-to present.
2. Director, Public Lecture Series on Public Sector Management, UWI-Cave Hill, January-April, 1975.

3. Participant, Regional Seminar on Comparative Public Administration, Latin American Centre for Development Administration. Barbados, June 2-20, 1975.
4. Discussant, Institute of Social and Economic Research Public Lecture Series on the University of the West Indies and the Caribbean Community, UWI-Cave Hill, January 22, 1976.
5. Discussant, Group Discussion on Organisation Development: Internal Evolution, External Pressure, Manipulation or Self-Determination Barbados Society for Training and Development, Barbados, November 22, 1976.
6. Participant, Seminar on Organisation Development and Management Development, Barbados, February 1977.
7. Participant, Caribbean Public Service Convention, Barbados, August 6-15, 1977.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

8. Discussant, Institute of Social and Economic Research Public Lecture Series on Social Change in the Commonwealth Caribbean, UWI-Cave Hill, April 1978.
9. Participant, Seminar on Management Techniques for Deputy Secretaries and Section Officers, National Institute of Public Administration/ Civil Officers' Training Academy, Bangladesh, July 10-12, 1978.
10. Discussant, Seminar on the Administration for Development, Faculty/Student Centre, University of Dhaka, Bangladesh, July 19-21, 1978.
11. Participant, Seminar on Developing a Public Administration Network for Latin America and the Caribbean, Latin American Centre for Development Administration, Barbados, November 1-3, 1978.
12. Participant, Roundtable on Administrative Reform, Caribbean Centre for Development Administration, Barbados, April 27-29, 1980.
13. Participant, Training of Trainers Workshop, Caribbean Centre for Development Administration, Barbados, October 13-18, 1980.

14. Discussant, Discussion on Modern Management Techniques in the Public Sector, National Institute of Public Administration, Bangladesh, August 1982.
15. Discussant, Discussion on Public Sector Management and Ideological Strands, Centre for Social Studies, Bangladesh, August 1982.
16. Participant, Case Study/Training of Trainers Workshop, Caribbean Centre for Development Administration, Barbados, December 6-10, 1982.
17. Participant, Workshop on the Administration of Extension Education Certificate in Public Administration: Challenge/Outreach Programme, Caribbean Centre for Development Administration, Barbados, August 22-25, 1983.
18. Resource Person, Health Development Planning and Management Project/Off-Campus Training Programme, UWI-Cave Hill/Government of Barbados Ministry of Health, Barbados, November 18, December 2, 9, 1983.
19. Participant, Workshop on the Academic Aspects of the University of the West Indies Extension Education: Certificate in Public Administration/Challenge-Outreach In-Service Programme, Caribbean Centre for Development Administration, Barbados, March 31-April 1, 1984.
20. Participant, Workshop on Health Development Planning and Management, UWI-Cave Hill/ University of Pittsburgh, Barbados, April 6-8, 1984.
21. Delegate, Technical Meeting on Public Sector Personnel Management, Caribbean Community Secretariat, Barbados, April 18-19, 1984.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

22. Participant, Roundtable on Public Management in the Caribbean with Emphasis on Small Island States, Caribbean Centre for Development Administration, Barbados, June 4-7, 1984.
23. Participant, Workshop on the Introduction to Microcomputers, UWI - Cave Hill, September 3-6, 1984.
24. Attended, UWIDITE Training Programme on Teleconference Techniques for Distance Teaching and Other Uses, UWI-Cave Hill, March 25, 1986.
25. Attended, Seminar on Political and Economic Problems of the Caribbean, Friedrich Ebert Stiftung, Barbados, October 23-27, 1986.
26. Participant, Technical Meeting on Industrial Relations and Development in the English-Speaking Caribbean, Friedrich Ebert Stiftung/UWI-Cave Hill, November 20-21, 1986.

27. Attended, Caribbean Centre for Development Administration/ International Labour Organization/Commonwealth Fund for Technical Cooperation Conference on Management Development, Barbados, April 21-24, 1987.
28. Training, Caribbean Centre for Development Administration, Barbados, August 1987.
29. Participant, Case-Writing Workshop, Regional Management Development Project, UWI-Cave Hill/USAID, Barbados, March 21-25, April 20-21, 1988.
30. Participant, Conference on Management Education and Development in the Caribbean in the 1990's, UWI-Cave Hill/USAID, Barbados, July 25-27, 1988.
31. Attended, One-Day Meeting of the Department of Management Studies, UWI-Cave Hill, November 26, 1988.
32. Participant, Symposium on Issues and Problems in Public and Financial Proposals in Barbados and the OECS States, UWI-Cave Hill, November 5, 1988.
33. Attended, UWI Management Studies Departments' Strategic Meeting, UWI-Cave Hill, March 11, 1989.
34. Attended, Executive Development Roundtable, Public Administration Training Centre, Bangladesh, August 1989.
35. Attended, Faculty Seminar, Department of Public Administration, University of Dhaka, Bangladesh, July-August 1989.
36. Attended, Faculty Seminar, Management Development Centre, Bangladesh, August 1989.
37. Attended, Seminar on Integrated Rural Development Programmes, Academy for Development and Planning, Bangladesh, August 1989.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

38. Attended, Seminar on the Role of Non-governmental Organizations in the Development Process, Management Development Centre, Bangladesh, August 1989.
39. Attended, Seminar on Teaching Public Sector Management in Developing Countries, Department of Public Administration, University of Dhaka, Bangladesh, August 1989.
40. Attended, Seminar on Performance Appraisal, Training Division, Barbados, May 24, 1990.
41. Participant, Caribbean Academy of Sciences Convention, Barbados, September 3-5, 1992.
42. Attended, Workshop on Strategic Approaches to Human Resources Development, October 20-21, 1992.
43. Attended, Workshop on the Management of Training, Training Division, Barbados, June 28 - July 2, 1993.

44. Participant, International Colloquium on Building Good Governance, Bangladesh Management Development Centre/United Nations Development Centre, Bangladesh, July 23, 1993.
45. Participant, Seminar on Identifying Sex Bias in the Allocation of Household Resources in Bangladesh, Centre for Development Research, Bangladesh, July 25, 1993.
46. Attended, Seminar on Combining the Professional and the Personal: Career Path of Women in Canada in Public and Private Sector Management, UWI-Cave Hill, October 27, 1993.
47. Attended, Thirteenth Annual Conference of Training Coordinators, Canadian Training Award Project, Barbados, November 17-19, 1993.
48. Attended, Open Discussion on Caribbean Trade Union Movement, United States Embassy/UWI-Cave Hill, January 25, 1994.
49. Attended, Curriculum Development, Student Evaluation and Assessment Workshop, Department of Management Studies/Faculty of Education, UWI-Cave Hill, September 14-16, 1994.
50. Attended, Performance Appraisal Workshop, Office of Academic Affairs/Department of Management Studies, UWI-Cave Hill, March 4, 1995.
51. Panelist, Employment Frontiers Symposium: Personnel Management and Career Opportunities in a Developing Civil Service, UWI-Cave Hill, March 29, 1995.
52. Participant, Faculty Computer Awareness Workshop, Faculty of Social Sciences, UWI-Cave Hill, May 6-26, 1995.
53. Panelist, Second Annual Seminar for Sixth Form Students Preparing for University Education, Office of Student Services, UWI-Cave Hill, January 12, 1996.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

54. Participant, Workshop on the General Orientation to Distance Education, Distance Education Unit, UWI-Cave Hill, January 20, 1996.
55. Attended, Workshop on Training and Learning in Large Classes, School of Education, UWI-Cave Hill, January 31, 1997.
56. Attended, Seminar on Using Total Quality Management to Evaluate Innovation in Management Education, Department of Management Studies, UWI-Cave Hill, March 6, 1997.
57. Attended, Project Evaluation Workshop, Faculty of Social Sciences, UWI-Cave Hill, April 6 - 8, 1998.
58. Participant, Department of Management Studies Curriculum Review Retreat, UWI-Cave Hill, June 18, 1998.

59. Participant, Evaluation Team Members and DOMS Faculty Members Fact-Finding Session, UWI-Cave Hill, February 16, 1999.
60. Attended, Seminar on David and Goliath - Smallness in a Global Business Environment: A Research Agenda, UWI-Cave Hill, DOMS, May 14, 1999.
61. Participant, Department of Management Studies/Private Sector/Public Sector Interactive Workshop, UWI-Cave Hill, DOMS, June 1, 1999.
62. Attended, Seminar on Good Governance, Bangladesh MBA Association, Academy for Planning and Development, Bangladesh, July 31, 1999.
63. Attended, Lecture on Public Administration Reforms in Bangladesh: The Role of University Education and Training, Centre for Advanced Research in Social Sciences, Dhaka University, Bangladesh, August 4, 1999.
64. Attended, Seminar on Policy Research in Developing Countries, Centre for Policy Research, Bangladesh, August 5, 1999.
65. Participant, Project Evaluation Workshop, Faculty of Social Sciences, UWI-Cave Hill, January 4 - 6, 2000.
66. Attended, Seminar on Environmental Accounting, Department Seminar Series, DOMS, UWI-Cave Hill, February 2, 2000.
67. Attended, Seminar on Culture and Management, Department Seminar Series, DOMS, UWI-Cave Hill, March 17, 2000.
68. Presenter, Public Sector Productivity: Some Initial Thoughts, Department Seminar Series, DOMS, UWI-Cave Hill, May 3, 2000.
69. Attended, Seminar on Industrial Disputes and Work Stoppages in the Commonwealth Caribbean: An Empirical Analysis, Department Seminar Series, DOMS, UWI-Cave Hill, October 18, 2000.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

70. Participant, Assessment Visit of the Barbados Institute of Management and Productivity Diploma in Management Studies, Barbados, October 24, 2000.
71. Attended, Ph.D. Oral Defence, Margaret Huff Rousselle, DOMS, UWI-Cave Hill, January 10, 2001.
72. Attended, Work in Progress Research Seminar, Department Seminar Series, DOMS, UWI-Cave Hill, January 11, 2001.

73. Evaluated, Associate Degree Programme in Accounting, Management Institute for National Development/ Jamaica, DOMS, UWI-Cave Hill, January 11, 2001.
74. Evaluated, Associate Degree Programme in Human Resource Management, Cipriani College of Labour and Cooperative Studies/ Trinidad, DOMS, UWI-Cave Hill, January 11, 2001.
75. Evaluated, Associate Arts Degree Programme in Labour and Cooperative Studies, Cipriani College of Labour and Cooperative Studies/ Trinidad, DOMS, UWI-Cave Hill, January 11, 2001.
76. Attended, New Venture Forum: Presentation of Business Plans, DOMS, UWI-Cave Hill, May 25, 2001.
77. Participant, quality Assurance Review, Centre for Management Development, UWI-Cave Hill, May 25, 2001.
78. Panelist/Participant, Project Management Workshop, DOMS-School of Continuing Studies, UWI-Cave Hill, February 27-28, 2002.
79. Participant, Toward 2012: Developing a Departmental Strategy, Strategy Session, DOMS, UWI - Cave Hill, September 28, 2002.
80. Participant, Conference on Reengineering the Barbados Agricultural Development and Marketing Corporation, Barbados, November 14, 2002.
81. Participant/Discussant, Strategic Visioning Retreat of the Barbados Agricultural Development and Marketing Corporation, Barbados, March 14, 2003.
82. Participants, Workshop on Measurement, Assessment and Development, UWI-Cave Hill, November 5, 2003, December 13, 2003.
83. Participant, Public Sector Reform in Barbados: A case of Two Competing Cultures. Papers presented at the Student seminar, Barbados: DOMS, UWI-Cave Hill, March 10 2004.
84. Participant/Discussant, seminar on Archiving as a Tool of Knowledge Management, Dhaka, Bangladesh Archives, July 13, 2004.

**CONFERENCE  
PARTICIPATION  
(CONT'D)**

85. Participant, Seminar on Managing Governance in South Asia: A Comparative Study, Dhaka, Institute of Local Government and Rural Development, July 22, 2004.

86. Participant/Discussant, Seminar, Seminar on Budget and Innovation, Dhaka, World Literature Centre, July 26, 2004.
87. Participant, Seminar on Power and Masculinity: An Iconographic Analysis of African Film, Barbados: SALISES, UWI-Cave Hill, November 23, 2005.
88. Participant, Department of Management Studies International Management Conference, Barbados: DOMS, UWI, Cave Hill, November 18-20, 2007.
89. Participant, Department of Management Studies International Conference, Barbados, DOMS, UWI. Cave Hill, November 20-21, 2008.

**PROFESSIONAL/  
OTHER  
ACTIVITIES**

**DEPARTMENTAL/COMMITTEE SERVICES**

Have served during , the period 1974 to present on Academic Board, Campus Board of Examiners, Campus Curriculum Review Committee, Campus Interdisciplinary Committee, Centre for Resource Management and Environmental Studies Advisory Group, Department of Economics Faculty Group, Department of Government and Sociology Faculty Group, Department of Management Studies Faculty Group, Faculty of Arts and General Studies Board of Studies, Faculty of Education Board of Studies, Faculty of Social Sciences Board of Studies, Faculty of Social Sciences Entrance Committee, Faculty of Social Sciences Subcommittee for Assessment and Promotion, Faculty of Social Sciences Subcommittee for Higher Studies, Faculty of Social Sciences Subcommittee for Student Matters, Learning Resource Centre Advisory Group, Library Advisory Committee, Pay and Promotion Committee, Unit of Administration and Accounting Faculty Group, Interfaculty Timetable Committee, Executive Council/West Indies Group of University Teachers, Graduate Advisory Committee, Advisory Committee on Graduate Studies and Research.

**PROFESSIONAL/  
OTHER  
ACTIVITIES**

**REPRESENTATION SERVICES**

Represented Department Head/Faculty Dean at several meetings, namely, Caribbean Association of Industry and Commerce Interorganizational Consultation (1984), Student Award Ceremonies (1992, 1993, 1994, 1995, 1995, 1995, 1995, 1996, 1996, 1997, 1998, 1998, 1999, 1999, 2000, 2000, 2000), International Management Development Centre Fact-Finding Meeting (1993), Campus Awards Committee Meeting (1993, 1994, 1994, 1994, 1994), Faculty of Social Sciences Board of Examiners Meeting (1995, 1997, 1998), Interfaculty Timetable Committee Meeting (1996), Faculty of Social Sciences Distance Education Entrance Committee Meeting (1997), Senior Management Meeting to Discuss the Feasibility of Establishing a Centre for International Services and an Institute for Software Engineering Training (1998), Project Evaluation Workshop (1998), Centre for Management Development Executive MBA-Public Administration Programme Launching (1998), Ernst and Young/UWI Careers Showcase (2000), Barbados Community College Career Fair (2001).

**EXAMINATION SERVICES**

**a)** Have served during the period 1974 to present as examiner, Policy, Comparative Public Administration, Human Resource Management, Industrial Relations, Managing Development, Managing Innovations, Operations Management, Organizational Behaviour, International Business Management, Project Development, Essentials of Management.

**b)** Have served during the period 1995 to present as examiner for the for Management Development UWI - Cave Hill Executive Masters

Business Administration and Executive Diploma courses, namely,

CM611 Behavioural Sciences, CM710 Human Resources Management, CM720 New Venture and Project Management, CM740 International Business Management, CM742 Managing Public Services, CM752 Tourism Management, Human Resource Planning, EDM535 Strategic

and Human Resource Planning, HR700 Human Resource Development, Organisation Behaviour, EDM525 Business Policy and Strategy,

CM784 Small Business and Entrepreneurship,

EM500 Organization

Behaviour and Management,

CM794 Comparative Practices and

Developments

in Public Sector Management Reform, EM535 Strategic

Human

Resource Planning. CM 782 Joint Ventures and Other

Intercorporate Linkages.

**PROFESSIONAL/  
OTHER  
ACTIVITIES**

**FACILITATING SERVICES**

1. Facilitated, Research Publication Market Networking Initiative, Department of Caribbean Studies, Royal Institute of Linguistics and Antropology, Netherlands 1982, 1987.
2. Facilitated, Course Material Location, Visiting Fulbright Scholar/Raman Patel, Department of Management Studies, UWI-Cave Hill, August - September 1987.
3. Assisted, M.Phil (Sociology) Thesis, "The Development of Social Assistance Policy in Barbados Since 1875", M.Phil Student/Richard C. Carter, Department of Government, Sociology and Social Work, UWI-Cave Hill, October 1987.
4. Facilitated, Programme Development, Diploma in Environment Science and Resource Management, Centre for Resource Management and Environment Studies, UWI-Cave Hill, October 1987.
5. Facilitated, "Administrative Reform Strategy in Barbados", Consultant/Gerald E.Caiden, University of Southern California/United Nations Department of Technical Cooperation for Development, Bridgetown, Barbados, November 18-December 2, 1988.
6. Facilitated, Conference Documents, Caribbean Regional Government Accountants and Auditors Conference, Convener/Paul Schlachter, School of Accounting, Florida International University, Miami, June-July 1988.
7. Facilitated, Government of Barbados Training Division Initiative in Graduate Training in Public Policy and Administration, Brooklyn College/UWI-Cave Hill, 1988.
8. Facilitated, Caribbean Public Administration Reader Revision and Updating, Editor/Selwyn Ryan, ISER-St. Augustine, October 1988.
9. Advised, Course Development, GT29D Public Sector Management, Department of Government, UWI-St. Augustine, May 1992.
10. Facilitated, Curriculum Development, Associate Degree in Public Service Administration and Management, Division of Commerce, Barbados Community College, 1992-93.
11. Facilitated, Data Collection and Research Study, "Labouring in Lilliput: The Management of Human Resources in Developing Microstates" Visiting Faculty Member/Godfrey Baldacchino, Department of Public Policy, University of Malta, August-October 1992.
12. Facilitated, M.Phil (Education) Thesis Proposal, M.Phil - Ph.D. Student/Kenneth Khan, Faculty of Education, UWI-Cave Hill, 1992-93

**PROFESSIONAL/  
OTHER  
ACTIVITIES  
(CON'T)**

13. Assisted, Research Study Development, Researcher/Richard C. Carter, ISER-Cave Hill, 1992.
14. Facilitated, Identification Mission, Public Service Reform in Barbados, Management Development Programme, United Nations Development Programme, Barbados, June 15-23, 1993.
15. Assisted, Journal Development Initiative, Bulletin of Eastern Caribbean Affairs, ISER-Cave Hill, February 1993.
16. Facilitated, M.Phil (Government) Thesis Proposal/Seminar Paper, "The Dialectics of Debt, Democracy and Development in Trinidad and Tobago", M.Phil-Ph.D. Student/Wayne Charles-Soverall, Department of Government, Sociology and Social Work, UWI-Cave Hill, November-December 1993.
17. Facilitated, Data Collection and Research Study, "The Higher Civil Services of Selected Small States", Commonwealth Academic Staff Scholar/Edward Warrington, Wadham College, University of Oxford, May 1994.
18. Contributed, Restructured Certificate in Public Administration Programme, Department of Government, UWI-St. Augustine, April 1995.
19. Contributed, DOMS-Cave Hill Workshop on Performance Appraisal System, DOMS, UWI-Cave Hill, April 1995.
20. Assisted, The OECS Public Sector Reform Study, British Development Division, UWI-Cave Hill, September 1995.
21. Facilitated, M.Phil (Sociology) Thesis, "Vocational Rehabilitation Programme Evaluation: A Strategic Approach", M.Phil Student/Clayton A. Springer, Department of Government, Sociology and Social Work, UWI-Cave Hill, October 1995.
22. Assisted, Programme Development, Public Service Administration and Management Programme, Barbados Community College, 1995-96.
23. Facilitated, Ph.D. (Political Science) Dissertation research, "Decolonization in the Era of Recolonization: The St. Lucia Independence Experience", Ph.D. Student/Tennyson Joseph, University of Cambridge, August 1997.
24. Assisted, Evaluation of Associate Degree Program, Business and Administrative Studies Division, Bahamas Baptist Community College, October 16, 1997.

**PROFESSIONAL/  
OTHER  
ACTIVITIES  
(CON'T)**

25. Facilitated, M.Sc. Thesis research, "Environmental Policy and Management in the Commonwealth Caribbean", M..Sc. Student/Andrea Johnson, Centre for Resource Management and Environmental Studies, UWI-Cave Hill, October 1997.
26. Assisted, "Undergraduate Management Education at the University of the West Indies" Position Paper Drafting for the International Relations Committee/Institutes of Business/Centre for Management Development, UWI-Cave Hill, February 1998.
27. Assisted, Programme Development Meeting, DOMS UWI-Cave Hill/Faculty of Law UWI-Cave Hill/Department of Labour Government of Barbados/Barbados Workers Union, May 5, 1998.
28. Assisted, Appraisal Interviews, Summer School Part-time Faculty Recruitment, DOMS UWI-Cave Hill, June 1, 1998.
29. Assisted, Summer School Part-time Faculty Orientation Session, DOMS UWI-Cave Hill, June 6, 1998.
30. Facilitated, Ministry of Health/Government of Barbados Waste Management Proposal, St. Michael, Barbados, April 1998
31. Facilitated, Evaluation Team Member Familiarization Tour, UWI-Cave Hill, February 17, 1999.
32. Facilitated, Candidate Selection, Appointment Advisory Committee, UWI-Cave Hill, March 9, 1999.
33. Assisted, Master's Thesis, "Public Sector Reform in Barbados", MPA student/Kathy Brathwaite, Department of Public Management, Dominican Republic, University of Santo Domingo, April - June, 2000.
34. Assisted, Philip Chandler, Undergraduate Caribbean Studies Programme, Faculty of Humanities, UWI-Cave Hill, September 2000.

35. Assisted, Caribbean Research Materials Preparation, Centre for Hemispheric Defence Studies/Washington, D. C., DOMS, UWI-Cave Hill, January 15, 2001.
36. Assisted, University of Manchester Institute for Development Policy and Management Studies Tour in Barbados, DOMS, UWI-Cave Hill, January 25, 2001.
37. Facilitated, Gillian Beckles, M.Sc. Project Management and Evaluation Research Project, UWI - Cave Hill, October 2002.
38. Facilitated, Lisa Clarke, M. Sc. International Management Government, Business and Society course, UWI - Cave Hill, February 11, 14, 2003.

**PROFESSIONAL/  
OTHER  
ACTIVITIES  
(CON'T)**

**COUNSELLING SERVICES**

Counselled the DOMS alumni and undergraduate/ graduate students in respect of graduate studies, overseas studies, scholarships, assistantships, qualifying tests job/work problems, study problems, personal/emotional problems, career development.

**COMMUNITY SERVICES**

1. Represented DOMS, UWI-Cave Hill at the Career Showcase, Queens Park Theatre, Barbados, 1980.
2. Guest Speaker, South Asian Cultural Appreciation Day, Black Rock Cultural Centre, Barbados, March 1981.
3. Donor, Family Welfare Programmes, St. Michael, Barbados, 1985 to present.
4. Facilitator, The Civil Society in the Development Process/Poverty Alleviation Strategies Panel Discussion, St. Michael, Barbados, July 23, 2001.

**FIELDWORK EXPERIENCE**

Acquired fieldwork and survey experience in the following fields: public sector management, private sector management, funding and technical-assistance agencies, entrepreneurship, policy-making, development planning, project management, programme management, human resources management, management training, target groups.

**FACULTY VISITS**

Visited and conducted summer-time literature survey at the following institutions: Institute of Commonwealth Studies (1976), London Business School (1976), London School of Economics and Political Science (1976), Royal Institute of Public Administration (1976), School of Oriental and African Studies (1976), Centre for Social Studies (1978, 1982, 1985, 1989, 1993, 1999), University of Dhaka (1978, 1982, 1985, 1989, 1993, 1999), Centre for Administrative Studies (1982), Centre for Development Research (1982), American University (1989), George Washington University (1987), Library of Congress (1987), Bangladesh Institute of Development Studies (1989), Management Development Institute (1989), National Institute of Local Government (1989, 1993), Academy for Planning and Development (1989, 1993), Public Administration Training Centre (1989, 1993), Boston University (1993), Harvard University (1993), Fordham University (1996), Centre for Policy Dialogue (1999), Jahangirnagar University (2002), Public

**PROFESSIONAL/  
OTHER  
ACTIVITIES  
(CON'T)**

Service Commission (2002), Bangladesh Academy for Rural Development (2004), Iowa State University Ames(2006), London Business School (2006), University of Missouri, Kansas City (2006). University of Missouri Columbia (2006), University of Kansas Lawrence (2008), University of Missouri Kansas City (2008).

**CONSULTING SERVICES**

Have provided consulting service to the Latin American Centre for Development Administration (1980), the Caribbean Centre for Development

Administration (1982), Research & Management Associates (1983), Bangladesh Centre for Policy Studies (1985), Lawrence & Lawrence Employees Relations Consultancy (1993).

**MEMBERSHIP**

1. Member, American Society for Public Administration, 1980 to present.
2. Member, Caribbean Academy of Sciences, 1991 to present.
3. Member, Literati Club, MCB University Press, 1995 to present.

